Ministry of
Labour, Citizens' Services and
Open Government

2010/11
Annual Service Plan Report

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Message from the Minister and Accountability Statement

It is my honour to present the *2010 11 Annual Service Plan Report* for the Ministry of Labour, Citizens' Services and Open Government. The two ministries were combined in March 2011.

Within the ministry, Labour provides the framework for a fair and balanced approach to employers and employees alike so that businesses and workers prosper in British Columbia. Citizens' Services and Open Government unite the responsibilities for service delivery, technology and access to information. In a sense, the ministry acts as a conduit between government and the people of B.C.

In 2010/11, we improved the timeliness of our Freedom of Information responses, releasing 93 per cent within deadline – up from 90 per cent the previous year. Through our Government Communications and Public Engagement division, we have continued to inform citizens about government policies, programs and services in an open and transparent manner. We are ensuring all B.C. families and businesses have access to economic opportunities by expanding Internet coverage into rural and remote communities.

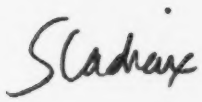
In the last year, our government has demonstrated our commitment to putting families first by announcing an incremental increase in B.C.'s minimum wage. The incremental increase, the liquor server wage and the elimination of the training wage provides certainty for employers while maintaining and supporting jobs. The Ministry also continues to focus on protecting vulnerable workers and increasing awareness of employment standards and workplace safety by providing proactive educational and informational services in multiple languages.

This is a vital time for the Citizens' Services and Open Government portfolio, as the Premier has set forth a clear mandate to communicate with British Columbians in more meaningful ways. We are committed to putting families at the centre of our decision-making, and working with people to find solutions to problems, set priorities openly and explain why we make the decisions we do.

In support of open government, the ministry is developing open information and open data policy, providing direction to ministries on the proactive and routine release of government information and the assessment, approval and posting of open data for public use.

Already we are making Government more open and accessible to British Columbians and the work the ministry has done in the last year will continue to play an essential role in helping government achieve our families first vision, capitalize on the opportunities of new technology and deliver quality services to our citizens.

The Ministry of Labour, Citizens' Services and Open Government's Annual Service Plan Report was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Stephanie Cadieux,

Minister of Labour, Citizens' Services and Open Government

June 21, 2011

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Purpose of the Ministry

The Ministry of Labour, Citizens' Services and Open Government provides services to families, employees, employers, unions, and businesses in British Columbia to support a modern and stable work environment. The Ministry also provides services to transform, deliver and promote services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients[1]. The Ministry provides products and services to other ministries to ensure economies of scale are realized and required service standards are achieved.

The Ministry sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, the Ministry has overall responsibility for British Columbia's labour and employment statutes – including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers Compensation Act* – and for the effective administration and enforcement of those statutes. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal — also fall within the Ministry's overall responsibility in the administration and enforcement of these statutes.

The Employment Standards Branch and the Ministry's three administrative tribunals are involved in managing complaints and issues that have been brought before them. In all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders. The Ministry also actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.

Educational services and initiatives, provided by the Employment Standards Branch and by the Employers' Advisers Office and Workers' Advisers Office, increase understanding of and compliance with the *Employment Standards Act* and *Workers Compensation Act*.

The Ministry brings together the centres of expertise for the planning and support of public service delivery under the umbrella of Citizens' Services and Open Government, including Government Communications and Public Engagement, with the clear mandate to transform how citizens and clients interact and receive services from government.

A core component of the Ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of plans that enable the BC Public Service to deliver effective and accessible services for British Columbians.

In addition to providing services to citizens, the Ministry leads the advancement of innovation and collaboration across government. Through this role, the Ministry is responsible for modernizing the internal operations of government, providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. The Ministry ensures citizens are informed about government policies,

[1] Citizens include members of the public, families and businesses. Clients include public sector individuals that receive products or services from the Ministry of Labour, Citizens' Services and Open Government.

programs and services in an open and transparent manner, and leads and co-ordinates communications with internal and external stakeholders.

With its leadership and expertise, the Ministry of Labour, Citizens' Services and Open Government is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of British Columbia in a manner that is consistent with and upholds government's vision, mission and values as identified in the Province of British Columbia's Strategic Plan. Integrating these responsibilities enables the Ministry to put B.C. families, employers and workers first and deliver services and build strong partnerships to support communities across B.C.

Labour

Highlights of the Year

In 2010/11, Labour continued to make great strides in its mandate to create an environment that meets the needs of employers and unions, and fosters working relationships in safe and healthy workplaces.

Achievements of the past year include:

Minimum Wage

In keeping with government's Families First agenda, a plan for increasing the minimum wage, in three stages, to $10.25/hr by May 1, 2012 was announced by the Premier on March 16, 2011. Following discussions with stakeholders and economic experts, the incremental increase, elimination of the training wage, and the addition of a liquor server wage were developed to provide certainty for employers without compromising job security for workers.

Employment Standards Stakeholder Engagement Process

Between December 2010 and February 2011, senior ministry staff engaged in a dialogue with stakeholder groups and organizations representing employees and employers and with some academic experts to discuss how B.C.'s employment standards could be modernized to reflect the needs of the 21st century workplace. More than 30 stakeholder groups provided high-level input that will help inform government action on the future of Employment Standards policy, regulation and legislation.

Labour Relations

Labour stability trends continued through 2010. This was reflected by relatively few strikes/lockouts and worker days lost. Ministry staff significantly expanded relationships within the labour relations community by meeting with stakeholders to further transparency and open communication. For example, Ministry staff actively participated on a steering committee with Transport Canada and B.C.'s Ministry of Transportation and Infrastructure tasked with reviewing labour stability in the Port Container Trucking Sector.

Employment Standards Service Excellence

Following through on prior commitments, the Employment Standards Branch completed a client satisfaction survey. The results of this survey show an overall satisfaction rate of 86 per cent.

The employer satisfaction rate was 88 per cent while employee satisfaction rate was 85 per cent. There was very little variance between the two group results which indicates that the ESB is balanced with respect to its management of case files. These results form a baseline and set a high standard by which the Employment Standards Branch will continue to evaluate client satisfaction.

Workplace Tribunal

With the Ministry of Attorney General, the Ministry undertook an investigation to evaluate a new model for workplace dispute resolution under the Human Rights Code, the Labour Relations Code and the Employment Standards Act. The British Columbia Law Institute was commissioned to conduct an independent review and consultation on the proposal to create a new Workplace Tribunal and to report back to the Ministry with the results of the review and recommended next steps. The final report was released to the public on November 1, 2010 and concluded that there is currently no general consensus among stakeholders and that further extensive consultations would be required to pursue this initiative. The Ministries responsible for Labour and for the Attorney General are relying on existing transformation processes to address the issues set out in the BCLI report.

Agricultural Worker Safety

Following the tragic motor vehicle accident in 2007 where three workers were killed and 14 others injured, the Coroner's Office issued a report with 18 recommendations. In April 2010, the ministry coordinated Government's response to the coroner's report. All of the coroner's recommendations that were addressed to Government have received a response. Since the accident, coordinated enforcement activity has been maintained with regular roadside inspections involving the Ministry of Transportation and Infrastructure, WorkSafeBC, RCMP, and the Employment Standards Branch. These efforts continue to ensure that standards for safety and employment conditions are maintained at the high levels set by legislation.

Employee Engagement

In 2010, Labour was recognized as the ministry with the highest employee engagement in the BC Public Service for the second consecutive year. The year over year consistency in Labour's Work Engagement Survey results is a combination of the efforts of leadership and employees working together to make Labour both a high performing organization and a "best place to work".

Strategic Context

British Columbia's real GDP increased by 4.0 per cent in 2010, following a decline of 1.8 per cent in 2009. Indicators of economic performance in 2010 show that B.C.'s economy is recovering from the period of severe weakness it experienced in late 2008 and early 2009. Improvements in the domestic economy were observed in employment, consumer spending and housing, while external gains were made in exports and shipments of manufactured goods. However, several risks to B.C.'s economy remain, including ongoing weakness in the US, the European sovereign debt crisis, continued strength in the Canadian dollar, and geopolitical uncertainty and its impact on global commodity markets.

The Labour side of the Ministry of Labour, Citizens' Services and Open Government faced opportunities and challenges in the pursuit of its mandate over the last fiscal year. The goals, objectives and strategies identified in the Service Plan were implemented to mitigate risks, maximize opportunities and address key challenges.

Challenges

- Current economic uncertainty placed a strain on employment relationships as industry sought ways to decrease costs which, in turn, led to an increased risk to occupational health and safety and to challenges for negotiations between employers and unions.
- In 2010 the vast majority of public sector collective agreements, covering close to 200,000 employees expired, requiring increased focus on monitoring negotiations and providing assistance to the parties where necessary, to promote negotiated settlements, encourage labour stability, and protect the public interest.
- Response to labour shortages in British Columbia increased access to more diverse labour pools, including temporary foreign workers and young, less experienced workers. These vulnerable workers posed an increased challenge for the Employment Standards Branch and WorkSafeBC, both of which implemented initiatives designed to assist and protect them.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining required continued emphasis on injury prevention and occupational health and safety initiatives.

Opportunities

- The Ministry of Labour, Citizens' Services and Open Government enabled a stable labour relations climate through policies and legislation that support the development of a productive and efficient labour force, safe workplaces, and basic standards of compensation and conditions of employment. A stable labour relations climate fosters economic stability which attracts investors and employers to our great province.
- The legislative framework encompassing the ministry's labour and employment statutes recognizes that one size does not fit all in a modern and changing work environment. It

provides the foundation for a strengthened economy and diversification through fair and balanced laws and regulations.

- Citizen-centred service improvements and proactive initiatives, such as improving service timeliness and providing workers' compensation and employment standards information in multiple languages, has helped lay the groundwork for ongoing labour stability and prosperity.
- A focus on prevention, across all Labour programs, including education, serves to increase compliance with laws and regulations.
- The ministry actively promoted mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate. The premise is that the parties are best served by making use of every available means of resolving complaints or disputes before they escalate into either complex litigation or labour disruption.
- The quality of employment relationships – as measured by indicators such as days lost due to strike activity, the safety of the Province's workplaces, and how well employers and workers understand and meet or exceed the province's minimum labour standards – has remained a priority for the Ministry of Labour, Citizens' Services and Open Government.

Report on Performance

Performance Plan Summary Table

Goal 1: Balanced law and policy. For greater detail see pages 12 to 14	2009/10 Target	2009/10 Actual
1.1 Labour laws and policies responsive to, and supportive of, the evolving world of work **1.2 Clients and stakeholders have knowledge of an understand labour requirements and processes**		
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch.	96.5 - 98.5%	97.5% ACHIEVED
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average, 2007 - 2009).	0.95 - 1.00	0.29 EXCEEDED
Goal 2: Outstanding People For greater detail see page 14 to 15		
2.1 Highly engaged, qualified people to deliver our services now and into the future		
Goal 3: Service Excellence For greater detail see pages 15 to 17		
3.1 Accessible, reliable, and timely adjudicative services **3.2 Innovative early intervention processes** **3.3 Increased client and stakeholder satisfaction through open and effective communication**		
Percentage of Employment Standards Branch cases completed within 180 days	>78%	82% ACHIEVED
Percentage of client satisfaction with the Employment Standards Branch	N/A	86%
Percentage of client satisfaction through open and effective communication. • Employers' Advisers Office:	> = 90%	87% SUBSTANTIALLY ACHIEVED
• Workers' Advisers Office:	> = 80%	82% ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Balanced Law and Policy

Objective 1.1: Labour laws and policies responsive to, and supportive of, the evolving world of work

The Ministry of Labour's legislation, policy and services are designed to protect the health and well-being of British Columbia's workers, foster fairness, ensure appropriate protections, supports and remedies are available, and promote labour stability. In order to maintain these outcomes, the law, regulations and processes must keep pace with changes in the labour and health and safety environment.

Strategies:

- Reviewed ministry's law and policy in light of the evolving world of work.
- Created dialogue between the ministry and stakeholders in the labour relations community so that critical labour relations issues were addressed in a timely, effective and mutually beneficial manner and in a way that promoted labour stability.
- Ensured that the principles of early intervention and prevention were applied, where necessary and appropriate, before collective agreements expired.
- Developed new initiatives, and continued with existing initiatives, aimed at maintaining and improving accessibility of Labour Relations Board services to all parties.

Objective 1.2: Clients and stakeholders have knowledge of and understand labour requirements and processes

In order to achieve our objective of labour laws and policies being responsive to and supportive of the evolving world of work, it is imperative that employers, workers, and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes, and how to access them.

Strategies:

- Ensured access to a responsive and efficient Labour Relations Board to address issues in the unionized workplace as regulated by the Labour Relations Code.
- Provided educational initiatives that disseminated comprehensive information on employment standards.

- Provided direct workers' compensation assistance, guidance and service to workers and employers.
- Provided training, mentoring and coaching to the labour community and employers with regard to workers' compensation issues which created safer, more effective workplaces and protected vulnerable workers.

Performance Measure 1: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch

Performance Measure	2004/05 Baseline	2009/10 Result	2010/11 Target	2010/11 Actual
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	97.3%	96.5 - 98.5%	97.5% ACHIEVED

Data Source: Employment Standards Branch Case Management System and BC STATS.

Discussion

This performance measure is an important indicator of labour stability within the province, which reflects the ministry's focus on prevention, labour stability and competitiveness. The performance measure is determined by dividing the total number of complaints filed with the Employment Standards Branch within a fiscal year by the total number of business establishments with employees throughout the province. A high percentage of employers without employee complaints registered with the Employment Standards Branch suggest a stable labour climate within the province, which in turn attracts investors, thus promoting continued economic growth and prosperity. While there are no specific national benchmarks for this performance measure, other jurisdictions within Canada have also adopted this measure as a means to track labour stability.

The measure is derived from two sources: Employment Standards Branch data which shows the number of employers who are the subject of one or more employment standards complaints over the course of a fiscal year; and BC STATS data on the total number of business establishments with employees over the same period.

The expectation is that educational and compliance initiatives, particularly in those sectors where vulnerable workers are most likely to be employed, will maintain the percentage of employers whose practices do not result in complaints being registered with the Branch at their current high levels.

It should be noted that the target range for this measure has not increased, as it continues to reflect an ambitious and appropriate target for labour stability in our province.

Performance Measure 2: Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average)

Performance Measure	2004/05 Baseline	2009/10 Result	2010/11 Target	2010/11 Actual
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole	0.96	0.96	0.95 - 1.00	0.29 EXCEEDED

Data Source: Government of Canada

Discussion

This measure is an indicator of the relative degree of labour peace in British Columbia compared to Canada as a whole, and strongly reflects Labour's focus on labour stability and competitiveness. The measure shows the number of person-days lost due to strikes and lockouts as a proportion of the British Columbia labour force, and compares this with the number of person-days lost across the entire country as a proportion of the Canadian labour force.

A score of 1.0 suggests that the degree of labour stability in British Columbia is on par with Canada as a whole, with a score of less than 1.0 indicating relative labour stability (fewer days lost as a proportion of the labour force) compared with the rest of Canada and a score of greater than 1.0 indicating relative labour instability.

In 2010/11 British Columbia experienced an atmosphere of strong labour stability relative to the rest of Canada. The performance measure result of 0.29 indicates that British Columbia experienced less than a third of the number of days lost due to labour disruption when compared with Canada as a whole.

Goal 2: Outstanding People

Objective 2.1: Highly engaged, qualified people to deliver our services now and into the future

Strategies:

- Increased employee engagement by building leadership and relationships.
- Supported a high-performance, service-oriented culture.
- Supported and promoted health and wellness.
- Addressed expected labour market shortages by continuing with such initiatives as the Labour Relations Internship program.
- Maintained and enhanced the level of expertise of staff by providing professional development, subject to budgetary considerations.

Goal 3: Service Excellence

Objective 3.1: Accessible, reliable, and timely adjudicative services

Timely, accurate and quality decisions are critical in ensuring that a fair and effective legislative process exists and the successful delivery of ministry programs and services is achieved.

Strategies:

- Continued to improve the efficiency and effectiveness of the Employment Standards Branch decision-making process through access to clear policy direction, sharing of best practices, and the development and delivery of appropriate training.
- Ensured that the Employment Standards Branch continued to meet or exceed established timeline targets for cases.
- Ensured that systems are in place to track productivity and adherence to timeline targets for administrative tribunals.
- Continued with initiatives focused on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Measure 3: Percentage of Employment Standards Branch cases completed within 180 days

Performance Measure	2004/05 Baseline	2009/10 Result	2010/11 Target	2010/11 Actual
Percentage of Employment Standards Branch cases completed within 180 days	NA	NA	>78%	82% ACHIEVED

Data Source: Employment Standards Branch Case Management System and BC STATS

Discussion

Previous service plans included two measures for this goal that addressed the percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal and the proportion of Employment Standards Branch cases closed prior to adjudication. These measures are no longer meaningful, because targets were significantly exceeded since 2006/07.

Instead, the ministry is tracking a performance measure that presents timeliness indicators for the Employment Standards Branch. It will be based upon case management statistics and be calculated by dividing the number of cases where a final decision is issued by the total number of cases registered.

Objective 3.2: Innovative early intervention processes

Early intervention and the use of alternative dispute resolution processes support the timely, effective and fair resolution of complaints and disputes, which promotes overall compliance with labour legislation and fosters stability in labour relations. Labour continues to garner the support of essential stakeholders in innovative dispute resolution processes and initiatives.

Strategies:

- Encouraged the use of early intervention and alternative dispute resolution methods such as self-help, mediation and relationship building.
- Ensured that sector-specific initiatives undertaken by the Employment Standards Branch, such as the Inter-Agency Committee on Farm Worker Protection, continued to foster mutual co-operation between government, industry and employees, particularly as they relate to vulnerable workers.
- Used education and proactive measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards (self-help materials and mediation prior to adjudication).
- Promoted the use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).
- Offered conflict resolution programs to the labour relations community that focus on team building, joint consultation committee effectiveness, and relationship enhancement, to promote and encourage cooperative participation in resolving workplace issues between employers and unions.

Objective 3.3: Increased client and stakeholder satisfaction through open and effective communication

Increased satisfaction arises from increased understanding, trust and respect. The success of these values relies upon open and effective communication.

Strategies:

- Continued with initiatives to provide services in other languages.
- Created a survey to measure overall client satisfaction with the Employment Standards Branch.
- Continued with the bi-annual Employers' Advisers Office and Workers' Advisers Office surveys, which measure overall client satisfaction.

Performance Measure 4: Percentage of client satisfaction with the Employment Standards Branch

Performance Measure	2004/05 Baseline	2009/10 Result	2010/11 Target	2010/11 Actual
Percentage of client satisfaction with the Employment Standards Branch	N/A	N/A	N/A	86%

Data Source: ESB Client Satisfaction Survey Results 2010

Discussion

The ministry created a new performance measure to assess how satisfied clients are with the services provided by the Employment Standards Branch. The measure is based on responses to a client satisfaction survey, which was conducted by email and phone in 2010. This initial survey is based on files closed in 2009 and establishes a baseline for future results comparisons. The average positive responses from employees surveyed were 85 per cent while positive responses from employers were 88 per cent.

Performance Measure 5: Percentage of client satisfaction with Employers' Advisers Office and Workers' Advisers Office

Performance Measure	2004/05 Baseline	2009/10 Result	2010/11 Target	2010/11 Actual
Percentage of respondents satisfied or very satisfied with Employers' Advisers Office (EAO)	90%	87%	> or = 90%	87% SUBSTANTIALLY ACHIEVED
Percentage of respondents satisfied or very satisfied with Workers' Advisers Office (WAO)	73%	82%	> or = 80%	82% ACHIEVED

Data Source: biannual surveys of the Employers' Advisers Office and Workers' Advisers Office

Discussion

This measure demonstrates how satisfied clients are with the services provided by the Employers' Advisers Office and the Workers' Advisers Office. The measure is based on client satisfaction surveys conducted biannually; the next surveys are to be conducted in 2011.

Citizens' Services and Open Government

Highlights of the Year

In 2010/11, Citizens' Services and Open Government continued to fulfil its mandate as a leader in transforming service delivery and promoting public services, which are cost-effective, accessible and responsive to the needs of citizens and businesses. Achievements of the past year include:

Transformation and Technology

In December 2009 the Deputy Ministers' Committee on Transformation and Technology (DMCTT), chaired by the Deputy Minister to the Premier, was established to provide leadership in setting B.C.'s e-Government strategy, governing the common infrastructure that supports governments programs and services and setting strategic direction for the future of the physical and technological environment for our workforce. In 2010, DMCTT led the development and publication of Government's first Gov 2.0 strategy, *Citizens' @ the Centre*, which outlines Government's vision for increased citizen engagement, more online services, and an innovative, technology-enabled public service.

Government's first IM/IT Enablers Strategy was launched, a companion document supporting *Citizens @ the Centre: BC Government 2.0*, which will be updated annually to reflect Government's vision and action plan for a corporate approach to information management and technology across the B.C. Government. The ministry successfully led the development and release of the first Transformation and Technology plan instructions and are reviewing, analyzing and categorizing all capital requests for information management and technology investments for DMCTT endorsement and will be providing comprehensive recommendations to the Capital Planning Secretariat.

Social Media Guidelines

In 2010, the BC Public Service established guidelines for the use of social media. These guidelines allow Government employees to use social media to communicate information, promote programs, or host a discussion with the public. Through the use of various interactive tools, British Columbians now have an opportunity to help Government improve the ways it delivers public services. For example, social media was used to provide up to the minute information on summer wildfires, the winter H1N1 flu season and the 2010 Winter Olympic and Paralympic Games.

Privacy, Security and Information Sharing

Working Outside the Workplace Policy was developed and launched, providing direction to BC Public Service employees on how to safeguard electronic and paper-based confidential and/or personal information when working remotely. Recommendations implemented from the January 2010 Breach report assisted with the development and delivery of the Information Sharing and Privacy Protection Training Course. They also resulted in implementation of a

centralized reporting, investigation and information management process for information incidents. In February 2011, the B.C. Government's 12th Annual Privacy and Security Conference was held. It is widely recognized as one of the pinnacle events on privacy and security issues in North America. In support of Open Government, an Open Information and Open Data Policy was developed, providing direction to ministries on the proactive and routine release of government information and the assessment, approval and posting of open data for public use, adaptation and distribution.

Connectivity funding

Over the past decade, the Province has made significant progress in helping expand Internet service to B.C.'s rural and remote communities. Today, 93 per cent of British Columbians have access to high-speed Internet making B.C. one of the most connected jurisdictions in the world. Our goal is to finish the expansion of broadband Internet throughout rural B.C. so that all businesses and families in British Columbia can take advantage of the opportunities that broadband affords. Access to the Internet connects families to the services they need. In the first three years of the program, the Province funded almost 150 connectivity projects to bring high-speed Internet services to over 210 new locales.

Freedom of Information Timeliness

Government continues to make progress since the 2010 Commissioner's report entitled "It's About Time." Our current data shows that we now have a 93 per cent compliance rate in responding to FOI requests. FOI response times currently average 22 business days, down from 71 days in 2001. These are great accomplishments for our staff, who dealt with a 16 per cent increase in FOI requests last year, many of which were complex.

Taking Care of Business 3 National Survey

This survey is part of a series of innovative research initiatives by the Institute for Citizen-Centred Service. This is the third pan-Canadian survey of business clients and is a companion to the Citizens First studies. This survey tracks trends in client satisfaction with a range of government services and explores new service topics that continue to build the base of client-centred insights. Compared to other jurisdictions across Canada, British Columbia received the highest satisfaction rating for ease of new business registration.

Citizen Consultation

Citizens of British Columbia were consulted on what, when and how they want services delivered. This included providing input on the design for the services catalogue on the new gov.bc.ca website and the design of service counters in communities. During the consultation, citizens identified the importance of increasing access to online services, and the support needed through live chat or telephone assistance. They identified opportunities for service improvement and validated the perceived value of sharing information as well as their concern for privacy. Throughout this process, learning was collected and will be shared across government to inform the design and delivery of government services.

Citizen Service Delivery Strategy

Service counter amalgamation transformed in-person government service delivery as a *'one government'* one-stop shop in seven BC locations (100 Mile House, Port Hardy, Kitimat, Prince George, Golden, Mackenzie, and Valemount) which led to a reduction in costs and improved services. Also, through the Telephone Service Delivery Project, 106 under-utilized toll-free lines in government were eliminated.

Welcoming Signage

Multilingual signage was developed in response to the June 2007 *Asia Pacific Initiative Multilingual Signage for British Columbia* report. A team of ministries collaborated to implement a three-year signage plan with actions to 2010/11. Approximately 530 static multilingual welcome signs were installed by April 30, 2010 at public-facing government offices across the province. The total project costs were $106,000.

Citizens' Services and Open Government and the Ministry of Aboriginal Relations and Reconciliation collaborated to identify opportunities for Service BC locations to develop culturally and community appropriate welcome signage in First Nation languages. The Quesnel Service BC Centre was the first to partner with the local Nazko First Nations to create the signage now installed inside the office. The communities of Prince Rupert, Terrace and Atlin have also partnered to create First Nations Welcoming signage, with 15 other communities currently exploring partnerships.

Identity Management

Expertise, leadership and direction were provided to complete the provincial strategy for identity information management. Citizens' Services and Open Government and the Canadian Payment System Review Task Force collaborated to establish a task force sponsored sub-committee to focus on digital identity and authentication that brings together Canadian governments, the financial sector, and the telecommunications sector around the challenge of identity management. Multi-jurisdictional meetings were coordinated and conducted on identity management involving the governments of Canada, United Kingdom and United States to raise the profile of the need for governments to work collaboratively with each other and with industry.

Robson Square Ice Rink

Outdoor skating at Robson Square was the thing to do this winter in Vancouver, with more than 8,300 people visiting the skating rink every week. The Province revitalized Robson Square and the ice rink is just one example of the benefits. The Robson Square Renewal Project was a $41 million, multi-year project to ensure use of this popular space well into the future. The ice rink is expected to be operational each winter.

Canada's Greenest Employers

In 2010, for the second year in a row, the BC Public Service was recognized as one of Canada's Greenest Employers for its commitment to become carbon neutral in 2010. Several Citizens' Services and Open Government initiatives were essential to this success, including:

- Establishing a requirement that all new Government buildings be constructed to the minimum LEED Gold, or equivalent certification standard;
- A hybrid-first purchasing policy for all new leased or purchased Government vehicles; and
- Developing Where Green Ideas Work, an employee intranet that provides information as well as a place for sharing ideas on topics such as climate action.

Other Recognition as a Top Employer

The BC Public Service was also named to several other top employer lists in 2010/2011, including B.C.'s Top Employers, for the fourth year in a row; Canada's Top 100 Employers, for the second year in a row; and Canada's Top 25 Family Friendly Employers, for the second year in a row.

Apps 4 Climate Action Leadership Award

The Ministry of Environment and Ministry of Citizens' Services were jointly awarded the silver award in the 2010 national Institute of Public Administration of Canada (IPAC)/Deloitte Public Sector Leadership Awards for their work on the Apps 4 Climate Action contest. The award recognized the leadership and innovation involved in creating the contest, which asked Canadian software developers to use a special data catalogue to create climate action applications for mobile devices. The contest was the first of its kind in Canada to set an example of how government can empower people to use its data sets and social media in creative ways.

Environmentally Friendly Options

Shared Services BC is providing "green leaf" options to clients with office supply orders. Through new technologies and the use of Forest Stewardship Council and Sustainable Forestry Initiative certified paper, the Queen's Printer is assisting government to reduce carbon emissions.

Strategic Context

Each year, Citizens' Services and Open Government examines the impact of the external and internal environment on its ability to achieve its goals and objectives. This examination assists in identifying key opportunities and challenges that need to be addressed in strategies, operating plans and budgets.

The past couple years have brought with them a series of challenges in Citizens' Services and Open Government. They have worked their way through the implications of budget pressures. They have challenged themselves to test out new ways of organizing themselves and their work as they have responded to the request to develop cross-government strategies to address societal shifts that can have significant impacts on government. These shifts include changes in citizens' expectations of how they want to receive services, the potential of technology to change the way Citizens' Services and Open Government deliver services and how citizens access them, the need for government to work horizontally across the enterprise, and recognizing the global context in which British Columbia operates.

Citizens' Services and Open Government's response to all of this has been a dedication to work together, and development of a shared mission: enabling the public service to provide effective and accessible services. The focus is to ensure the services people need and expect from their government are delivered as effectively as possible. In support of this focus, Citizens' Services and Open Government has been tasked to lead the changes that will enable the public service to provide better and more accessible services for citizens, and they were integral in helping articulate the vision described in *Being the Best*, the Corporate Human Resource Plan for the BC Public Service and *Citizens @ the Centre: BC Government 2.0* strategy.

Citizen expectations are changing with the advent of changing demographics and new technologies while the traditional challenges of privacy protection, fiscal pressures and accountability obligations present a rising tide of challenges for government that cannot be fully met with obsolete policies, tools and approaches.

Citizen Expectations: Expectations for government openness and accessibility challenges many of government's traditional approaches. The increasing expectations of citizens for services that are co-ordinated and easy to access will compel government to be more co-ordinated in its service design and delivery. As the population of the province becomes more culturally diverse and technically literate, expectation for better and more efficient government services increases. Citizens would like access to services when and where they need them and by the delivery method of their choice. With the province's growing diversity, government also recognizes the importance of continuing to promote welcoming and inclusive communities where multiculturalism is accepted and embraced.

Demographics: An aging and increasingly diverse population naturally results in increasing demands and challenges for public services. B.C.'s senior population currently makes up 15 per cent of the total population and is expected to double within the next 20 years, making it one of

the fastest growing senior populations in Canada.[2] Immigration to British Columbia continues to grow, increasing cultural, racial and linguistic diversity. First Nations culture is central to B.C.'s identity and First Nations art and culture is recognized throughout the world for its many unique forms. B.C.'s cultural mosaic is ever-evolving as immigration from places like India and China continues to fuel a growing provincial population. Already, one out of every four British Columbians is an immigrant, and that ratio is expected to continue to rise.[3]

As the population of the province becomes increasingly diverse, there is a demand for multilingual, cultural and specialized service. To meet these needs, government must continue to develop ways to enhance access to government's information and services, and to support communities to be welcoming and inclusive of cultural diversity.

At the same time, an older population is also expected to result in a smaller public service workforce that will challenge our ability to meet increased service demand. Designing and delivering services requires that government be responsive to citizens' changing expectations to access services in-person, by telephone and online. Government is addressing the challenges associated with ensuring multi-channel service delivery is efficient and effective to meet citizen expectations. An older population and smaller BC Public Service workforce as a result of an expected increase in the rate of retirements will result in more vacancies than can be filled in an increasingly competitive labour market. Maintaining a high quality of service will require the development of strategies to ensure an engaged workforce is able to meet the expectations of changing service demands.

In 2010/11, government has been focusing on building a new culture for the BC Public Service: a workforce of trusted professionals that embraces open communication, a collaborative work environment, and flexibility and choice in work styles and tools; support for the diversity, professional development and career aspirations of employees; and recognition that employees' safety, health and work-life balance have an important influence on their professional success and productivity.

These cultural shifts are essential to build the kind of public service needed to deliver the services British Columbians expect and deserve in the years ahead and will result in a more modern, more competitive, more successful public service.

Technology: Released in October 2010, the *Citizens' @ the Centre: BC Government 2.0* strategy is about the citizens of British Columbia and how their shifting demographics, expectations and needs are changing government. It is about using technology to change how citizens access the services they expect and to deliver those services efficiently. It is also about how the BC Public Service must transform itself in response to all these factors. The operations of government and the delivery of public services are complex. Citizens' access to their government and to public services should be easier. This new transformation and technology strategy sets out a vision for how the BC Public Service will bridge the gap between the complexity of government and the need for more accessible services to citizens. Three fundamental shifts are the foundation of this strategy:

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[2] Ministry of Health Revised 2011/12 – 2013/14 Service Plan
[3] Ministry of Community, Sport and Cultural Development Revised 2011/12 – 2013/14 Service Plan

Citizen Participation: engaging British Columbians more directly with their government, particularly through improved access to government data and sharing of information;

Service Innovation: expanding opportunities for citizen self-service by improving and modernizing the government's online service offerings so they are shaped less by the structure of government and more by citizen needs; and

Business Innovation: taking a more corporate approach to technology planning and innovation for the benefit of citizens and public service employees.

Economy: British Columbia's real GDP increased by 4.0 per cent in 2010, following a decline of 1.8 per cent in 2009. Indicators of economic performance in 2010 show that B.C.'s economy is recovering from the period of severe weakness it experienced in late 2008 and early 2009. Improvements in the domestic economy were observed in employment, consumer spending and housing, while external gains were made in exports and shipments of manufactured goods. However, several risks to B.C.'s economy remain, including ongoing weakness in the US, the European sovereign debt crisis, continued strength in the Canadian dollar, and geopolitical uncertainty and its impact on global commodity markets.

Higher citizen expectations, a labour market predicted to be competitive over the long term, and continued pressure on budgets require government to be increasingly innovative in its approach to delivering services to British Columbians. Government will need to continue to look for ways to reduce costs by leveraging its common business support infrastructure and eliminating duplication and redundancies in its operations. Using Citizens' Services and Open Government expertise in strategic partnerships and developing new ways to work with the broader public sector and private sector will help government build capacity, access capital, transfer risk and leverage economies of scale by reducing unit costs of commodities.

Citizens' Services and Open Government brings together the groups that will work collaboratively to redefine the delivery of services to the people of British Columbia, and transform how citizens engage and interact with their government.

Report on Performance

Changes have been made to the Citizens' Services and Open Government goals, objectives, strategies and performance measures since the publication of the *2010/11 – 2012/13 Service Plan*. These changes are due to the movement of the Public Service Agency from Citizens' Services and Open Government to the Ministry of Finance and responsibility for the multiculturalism portfolio to the Minister of Social Development. Changes are also due to gaining volunteer and non-profit support from the previously known Ministry of Housing and Social Development and gaining a new Open Government portfolio.

One performance measure from the *2010/11 – 2012/13 Service Plan* is not included in this Annual Service Plan Report in order to reflect the continued refinement of performance indicators to focus on those that are critical to the success of Citizens' Services and Open Government's mandate and goals:

- Information security standard rating.

Three Public Service Agency performance measures from the *2010/11 – 2012/13 Service Plan* have been removed due to ministry restructuring:

- Public Service Agency customer satisfaction,
- Employee satisfaction with training and development, and
- Average time to hire.

Performance Plan Summary Table

Goal 1: Citizens are engaged and informed about government services in a way that is inclusive, builds trust and provides value For greater detail see pages 28 to 29	**2010/11 Target**	**2010/11 Actual**
1.1 Communication of government's policies and programs to the public is timely, relevant and readily accessible		
1.2 Individuals feel a sense of belonging and acceptance within their communities		
Timely response to media inquiries	97%	99.52% EXCEEDED
Goal 2: Service Excellence – A trusted organization that exceeds customer expectations For greater detail see pages 29 to 31	**2010/11 Target**	**2010/11 Actual**
2.1 Increased citizen, customer and client satisfaction with service availability, service usability and service delivery		
2.2 Strategically aligned resources and investments in the delivery of human resource services while demonstrating high performance and quality service		
Customer satisfaction: Service BC (public)	At least 96%	96.77% EXCEEDED
Citizen satisfaction with provincial government services	60	57 SUBSTANTIALLY ACHIEVED
Goal 3: Service Value – A trusted organization that maximizes benefits to clients and taxpayers For greater detail see pages 31 to 32	**2010/11 Target**	**2010/11 Actual**
3.1 Value for money		
3.2 Improved response times to provincial information access requests from the public		
Compliance with statutory freedom of information response times	88%	93% EXCEEDED
Goal 4: An engaged and innovative BC Public Service that enables government transformation to support the delivery of quality services for British Columbians For greater detail see pages 32 to 34	**2010/11 Target**	**2010/11 Actual**
4.1 Increased productivity through collaboration, innovation and the modernization of the operations and infrastructure		
4.2 Government data and information is shared in a way that protects privacy and improves outcomes for citizens		
4.3 Government works innovatively to transform the delivery of services and how citizens interact with their government		
4.4 The goals of the Corporate Human Resource Plan for the BC Public Service Plan *Being the Best* are realized		
Percentage of First Nations with access to broadband facilities	79% (160 of 203 First Nations)	77% (157 of 203 First Nations) SUBSTANTIALLY ACHIEVED

Goals, Objectives, Strategies and Performance Measures

Goal 1: Citizens are engaged and informed about government services in a way that is inclusive, builds trust, and provides value

Objective 1.1: Communication of government's policies and programs to the public is timely, relevant and readily accessible

Objective 1.2: Individuals feel a sense of belonging and acceptance within their communities

Strategies:

- Communicating through the use of traditional mechanisms and by introducing new approaches to ensure our messages are reaching British Columbians where they live.
- Expanding use of e-services in support of cross-government initiatives.
- Supporting the development of information resources in key areas of government such as health care, education, Budget 2010, community safety, the economy, forest fire prevention and climate action.
- Making information about government programs and services more accessible to all citizens and grassroots communities through innovative technologies and stakeholder relations.
- Providing factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.
- Collaborating with other levels of government and organizations to promote multiculturalism and build welcoming and inclusive communities in British Columbia.
- Supporting community engagement in multiculturalism and anti-racism initiatives that focused on partnership development, public education, and mechanisms that prevent and respond to racism and hate.

Performance Measure 1: Timely response to media inquiries

Performance Measure	2008/09 Actual	2009/10 Result	2010/11 Target	2010/11 Actual
Timely response to media inquiries	99.46%	99.24%	97%	99.52% EXCEEDED

Data Source: Government Communications and Public Engagement

Discussion

This performance measure is an average of two indicators of Government Communications and Public Engagement's (GCPE) ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, Government Communications and Public Engagement ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2010/11, GCPE responded to over 13,500 media enquiries and exceeded the target of 97 per cent with a measurement of 99.52 per cent. This represents an increase compared to 2009/10, which had a final result of 99.24 per cent, as well as an increase of over 700 media inquiries compared to 12,800 in 09/10. For the past four years, results have exceeded the baseline and targets of 97 per cent (with a slight decrease in 09/10 from 08/09 attributed to fewer staff resources). This reflects the commitment by GCPE to maintain a high level of service with regard to response times despite a higher volume in media inquiries.

Goal 2: Service Excellence – A trusted organization that exceeds customer expectations

Objective 2.1: Increased citizen, customer and client satisfaction with service availability, service usability and service delivery

Objective 2.2: Strategically aligned resources, investments and data in the delivery of human resource services while demonstrating high performance and quality service

Strategies:

- Ensuring our services are fully co-ordinated before they are delivered to our customers.
- Sharing knowledge of our customers internally to improve services and the customer experience.
- Transforming the service delivery experience to maximize outcomes for citizens, customers and clients while containing costs to government.
- Investing in those initiatives that significantly improve citizen, customer or client satisfaction.
- Transforming the delivery of human resource services to align with leading practices and create greater efficiencies while achieving the goals of the BC Public Service Human Resource Plan, *Being the Best*.

Performance Measure 2: Customer[4] satisfaction

Performance Measure	2004/05 Baseline[2]	2008/09 Actual	2009/10 Actual	2010/11 Target	2010/11 Actual
Customer satisfaction: Service BC (public)[1]	96%	96.5%	NO SURVEY	At least 96%	96.77% EXCEEDED

Data Source: BC STATS

[1] This rating is an index comprised of customer satisfaction survey results for Service BC's in-person and telephone service. The measure is calculated as a weighted average based on the volume of customers served by each channel.

[2] The baseline was established in 2004/05 based on survey results from January/February 2004.

Discussion

This performance measure demonstrates the level of satisfaction that citizens and customers report on the availability, usability and delivery of services they receive when they access government programs and services through the Citizens' Services and Open Government. The measure is based on a bi-annual survey that focuses on the satisfaction of citizens and businesses when they access government programs and information through two main service channels – in-person and by telephone. Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. In 2010/11, 96.77 per cent of customers indicated they were satisfied with the quality of services provided by Service BC.

Performance Measure 3: Citizen satisfaction with provincial government services

Performance Measure	2007/08 Baseline	2008/09 Actual	2009/10 Actual	2010/11 Target	2010/11 Actual
Citizen satisfaction with provincial government services	54[1]	60	NO SURVEY	60	57 SUBSTANTIALLY ACHIEVED

[4] A customer is an individual who receives a service or product from Citizens' Services and Open Government. Customers may be members of the public, businesses or government staff.

Data Source: BC STATS

[1] The baseline is an average score that is calculated by converting a five-point survey question scale where 1 is very dissatisfied and 5 is very satisfied into a scale ranging from 0-100.

Discussion

Through a bi-annual province-wide citizen satisfaction survey, Citizens' Services monitors how British Columbians rate the services they received from the provincial government. The survey measures the overall satisfaction of citizens with provincial government services. The results of the survey are used to improve provincial government service delivery.

The performance targets for this measure reflect the expectation that citizen satisfaction with provincial government services will increase from the 2007/08 baseline as government continues to improve the quality of services by pursuing innovative solutions to meet the needs of citizens. The 2010/11 result of 57 for this measure represents an increase in citizen satisfaction from the baseline rating and is higher than the national average[5]. Targets have been set with the expectation that citizen satisfaction with B.C. Government services will remain higher than the national average. Should the 2012/13 B.C. Citizen Satisfaction Survey results confirm increased satisfaction beyond the anticipated trend, future targets will be reassessed.

Goal 3: Service Value – A trusted organization that maximizes benefits to clients and taxpayers

Objective 3.1: Value for money

Objective 3.2: Improved response times to provincial information access requests from the public

Strategies:

[5] The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the bi-annual Citizens First survey, a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the trend of Citizens First survey results to the B.C. Citizen Satisfaction Survey 2008/09 results indicated that citizen satisfaction with provincial government services in B.C. (57) is higher than the national average (51).

- Demonstrating to citizens, clients and customers that our services are efficient and provide value for money.
- Sought new opportunities to leverage the benefits of shared services.
- Expanding benchmarking and cost-efficiency measures to monitor the efficient use of public funds for internal government shared services.
- Actively managed to statutory timelines for information access requests with Ministry customers.

Performance Measure 4: Compliance with statutory freedom of information response times

Performance Measure	2008/09 Baseline	2008/09 Actual	2009/10 Actual	2010/11 Target	2010/11 Actual
Compliance with statutory freedom of information response times	71% (2008)[1]	71%	90%	88%	93% EXCEEDED

Data Source: Corporate Request Tracking System

[1] The baseline percentage has been calculated for calendar year 2008. Future reporting will be based on fiscal year data.

Discussion

Providing timely responses to freedom of information (FOI) requests is a crucial aspect of government accountability, transparency and openness. This measure provides an indication of how well government is serving the public through the timeliness of its responses to requests for information under the *Freedom of Information and Protection of Privacy Act*.

Government now responds to approximately 8,000 requests every year, many of which are complex and involve multiple ministries and evolving information technologies. To reflect the commitment to improve the response times to FOI requests, government centralized its information and access operations in January 2009. The focus of this new approach is to facilitate more efficient request processing by standardizing government-wide practices and streamlining business processes.

The baseline of 71 per cent for this performance measure is based on the compliance result for calendar year 2008 published in the Office of the Information and Privacy Commissioner (OIPC) 2009 *Timeliness Report*. Future year targets reflect a commitment to maintain or improve response times. The targets are based on the number of closed requests completed on time as a percentage of the overall requests closed in each fiscal year.

Goal 4: An engaged and innovative BC Public Service that enables government transformation to support the delivery of quality services for British Columbians

Objective 4.1: Increased productivity through collaboration, innovation and the modernization of operations and infrastructure

Objective 4.2: Government data and information is shared in a way that protects privacy and improves outcomes for citizens

Objective 4.3: Government works innovatively to transform the delivery of services and how citizens interact with their government

Objective 4.4: The goals of the Corporate Human Resource Plan for the BC Public Service, *Being the Best,* are realized

Strategies:

- Driving the improvement of service delivery through innovative approaches to facilitate easy, simple access to government services, information and systems.
- Developed more efficient and accessible citizen services supported by up-to-date applications, streamlined processes, lean infrastructure and integrated enabling technology.
- Developing and implementing a co-ordinated approach to working with the public sector.
- Leading the *Citizens' @ the Centre: BC Government 2.0* strategy which is about the citizens of British Columbia and how their shifting demographics, expectations and needs are changing how government is delivering services.
- Supporting the expansion of high-speed Internet services in rural and remote British Columbia.
- Supporting the government goal to become carbon neutral by 2010 through shared services that assist client ministries with emission reduction, verification and reporting.
- Continuing to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service, based on feedback and results.
- Analyzing the workforce to address long-term issues facing the B.C. public sector.
- Promoting employee engagement and creating an organizational culture that leverages employee ideas.
- Developing new practices to support citizen engagement across government.

Performance Measure 5: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2008/09 Actual	2009/10 Actual	2010/11 Target	2010/11 Actual
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations)[1]	61% (123 of 203 First Nations)[2]	73% (148 of 203 First Nations)[3]	79% (160 of 203 First Nations)	77% (157 of 203 First Nations)[4] SUBSTANTIALLY ACHIEVED

Data Source: Network BC

[1] The baseline for this measure was confirmed based on the completion of a broadband assessment in mid-2007.

[2] The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2009. (Data Source: All Nations Trust Company).

[3] The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2010. (Data Source: All Nations Trust Company).

[4] The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2011. (Data Source: All Nations Trust Company)

Discussion

This performance measure demonstrates the level of success in supporting First Nations access to broadband facilities. The provincial government continues to support First Nations-led connectivity and capacity building initiatives. Targets have been adjusted to reflect a new approach to working collaboratively to connect First Nations to high-speed telecommunications. The provincial government will work with First Nations organizations, the federal government, the broader public sector and the private sector towards ensuring that 203 First Nations have broadband access.

Report on Resources

Core Business Areas	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Citizens' Services	45,063	9,224	54,287	52,474	(1,813)
Shared Services BC	503,438	0,000	503,438	490,154	(13,284)
Government Communications and Public Engagement	26,429	0,000	26,429	25,025	(1,404)
BC Public Service Agency	37,670	(37,670)	0	0	0
Labour	0	17,184	17,184	16,599	(585)
Total	**612,600**	**(11,262)**	**601,338**	**584,252**	**(17,086)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Citizens' Services	1,811	30	1,841	424	(1,417)
Shared Services BC	123,371	3,107	126,478	96,905	(29,573)
Government Communications and Public Engagement	120	0,000	120	130	10
Labour	1,003	0,000	1,003	678	(325)
Total	**126,305**	**3,137**	**129,442**	**98,137**	**(31,305)**

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

[2] For the "Capital Plan" section, the Purpose should identify the category of projects, for example 'Public Schools' or 'Colleges'.

[3] For "Other Financing Transactions", the Purpose should identify the program, for example, 'Student Loan Program'.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

Labour

Department	Telephone	Website
Labour Relations Board	604 660-1300	www.lrb.bc.ca
Employment Standards Office	General Inquiries: 1 800 663-3316*; in Prince George: 250 612-4100	www.labour.gov.bc.ca/esb/
Employment Standards Tribunal	604 775-3512	www.bcest.bc.ca
Workers' Compensation Appeal Tribunal	604 664-7800	www.wcat.bc.ca
	1 800 663-2782*	
WorkSafeBC	1 888 621-SAFE (7233)*	www.worksafebc.com
	1 866 WCB-HELP (922-4357) after hours*	

Location	Employment Standards Branch Office	Employers Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492 1 866 870-5492*	604 870-5488 1 888 295-7781*
Campbell River			250 830-6526 1 888 643-0013*
Dawson Creek	250 784-2390		
Kamloops		250 828-4397 1 866 301-6688**	250 371-3860 1 800 663-6695*
Kelowna	250 861-7404	250 717-2050 1 866 855-7575**	250 717-2096 1 866 881-1188*
Langley	604 513-4635		
Nanaimo	250 390-6186	250 741-5500 1 866 827-2277**	250 741-5504 1 800 668-2117*
Nelson	250 354-6550		250 354-6933 1 866 354-6933*
Prince George	250 565-6120	250 565-5285 1 888 608-8882**	250 565-4280 1 800 263-6066*
Richmond	604 660-4946	604 713-0303 1 800 952-2233**	604 713-0360 1 800 663-4261*
Terrace	250 638-6525		
Trail		250 364-0730 1 877 877-5524**	
Victoria	250 952-0469	250 952-4821 1 800 663-8783**	250 952-4893 1 800 661-4066*

* Toll-Free in B.C.

**Toll-Free in B.C. and Alberta

Citizens' Services and Open Government

Department	Telephone	Website
Freedom of Information and Privacy	250 356-1851	www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387-0401	www.cio.gov.bc.ca/
Knowledge Network Corporation	In Metro Vancouver: 604 431-3222 Elsewhere in B.C.: 1-877-456-6988	www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	http://www.gov.bc.ca/gcpe/
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.servicebc.gov.bc.ca/
Business and Workforce Transformation	250 953-3470	